Integration Partner
Integration & Leadership Executive Achievement Report
(Deliverable 126.1.1d)
May 2003

Executive Summary

Integration Partner supports FSA leadership's establishment of actions required to drive the development of integration projects and initiatives. This report summarizes Integration Partner's activities for the month of May that support the development of integration projects and initiatives.

Major accomplishments for the month of May include the initiation with FSA's Business Integration Group (BIG) of a process to develop an overall integration vision for FSA. Integration Partner supported, facilitated, and provided input to the ongoing vision development process and is currently working with the BIG to outline next steps including communication of initial results to FSA Management Council. Integration Partner continues to work with the BIG to shape several key work products that will be crucial in identifying and managing the dependencies and sequencing of integration efforts across the program.

Task orders continue to be awarded and/or modified, which enable us to contribute to the achievement of FSA's overall integration goals. The Integration Partner provided FSA with an initial analysis of FSA's current task order procurement process.

Detailed in the Integration Issues & Gaps section of the report (page 6) are identified concerns and/or gaps around major integration initiatives within the Integration Partner program that require management level attention. In summary, these issues relate to the following topics:
- Application & Delivery: CPS procurement strategy and current initiatives including impacts to the Overall Data Strategy effort
- Virtual Data Center: Capacity planning and hardware refresh including potential cost increases due to software licensing issues

Additionally, integration dependencies and gaps identified by the BIG are reported in the Participation in FSA Business Integration Group section of the report (page 3).

Leadership

Support & Direction Setting

Integration Partner senior leadership provides FSA leadership and the project managers, business architects, and technical architects on the Integration Partner program with the key leadership oversight, enterprise focus, and strategic direction to fulfill the goals of FSA's integration program.

Integration Partner senior leadership has been working with FSA leadership via weekly client meetings to address the following topics:

- ✓ Task order status
    - ▪ Task order awards and/or modifications for the month of May included the following:
        - ▪ TO 77(Work Order 2), COD
        - ▪ TO 116, eZ-Audit Deploy & Support
        - ▪ TO 120, Security & Privacy Support
        - ▪ TO 139, CM & FP Data Mart Maintenance & Support
        - ▪ TO 141, FP Data Mart Release 3
- ✓ Key delivery issues specific to major integration initiatives.
- ✓ Integration Partner continues to work closely with FSA to improve the contract task order approval process.
    - ▪ Integration Partner continues to meet with FSA senior leadership regarding the final CRM4FSA invoice.
    - ▪ Integration Partner continues to discuss with FSA senior leadership the eServicing task order and changing environment.

Integration Partner senior leadership continues to provide leadership direction and oversight relating to the following:
- ✓ Establishing and aligning of integration working groups to achieve FSA strategic objectives and improve communication links between projects and ensure focus.
- ✓ Providing guidance and direction to Integration Partner teams to ensure overall program goals are achieved.
- ✓ Participation and input to FSA BIG visioning sessions and outcomes.
- ✓ Explaining alternative price structures in relation to results and value delivered.

Integration
Integration Progress
The following synopses outlines progress towards major initiatives within the Integration Partner program, including Enterprise Data Strategy, Integrated Partner Management, Common Origination and Disbursement (COD), Common Services for Borrowers (CSB) and Application Processing.

COD
- ✓ COD Releases 2.1 and 2.2 development efforts continue. These releases will continue to build upon the existing COD solution that provides FSA with a core, single integrated solution to manage aid originations and disbursements. Requirements gathering for the 2004-2005 annual cycle, COD Release 3.0, continues and remains on schedule.

CSB
- ✓ Integration Partner continued to provide post-solicitation support to FSA through the month of May. This support included completion of a program requirements matrix to be used to validate that there are no gaps or deficiencies in either the proposal instructions or evaluation factors, ongoing assistance with inquiries received from vendors during the proposal preparation period, ongoing assistance with the identification of any additional evaluation considerations and concluding the content review and any contributions to FSA's CSB vendor library. Additionally, the team

assisted with the finalization of FSA's Statement of Objectives, specifically sections L and M.

Enterprise Data Strategy
- ✓ Continued to review and discuss Enterprise business objectives related to the Overall Data Strategy and Technology Strategies efforts. Business objectives have been consolidated and coordinated with FSA's Business Integration Group.
- ✓ Continued to draft the Overall Data Strategy As-Is data flows.
- ✓ Continued the Data Framework activities, to include completion of the Data Framework As-Is Process Flows and continuation of Entity Flow Diagrams.
- ✓ Continued to draft the Technology Strategies Statement of Strategic Focus. The current state was validated with FSA.
- ✓ Continued the Data Quality Business Problem Mad Dog activities.
- ✓ Completed and delivered the draft CSID high-level design documentation.
- ✓ Efforts related to the XML framework and object modeling continue to proceed, to include continuation of the XML Strategic Assessment and the Enterprise Vision.
- ✓ Conducted RID interviews with FSA business owners for key systems.
- ✓ Completed Access Management information gathering sessions and continued to document Access Management business objectives and high-level requirements.

Integrated Partner Management
- ✓ During the month of May, the As-Is Process Flows and draft Conceptual Design were completed and delivered to FSA. Regional site visits were also conducted to review the Conceptual Design, document region specific tool requirements and walkthrough sample cases.
- ✓ Integration Partner continues to provide production stabilization support for the eZ-Audit system. Support for peak processing began in May and will continue to be provided through August.

Application Processing
- ✓ The ED PIN Reengineering project continues to be underway and will provide an analysis on the capacity and future expansion of the ED PIN site to support additional FSA business processes. Efforts for the month of May included analysis and documentation of current ED PIN business processes and system, requirements gathering for the desired state and meeting with business owners to review existing and desired requirements.
- ✓ Deployment of the Students Portal Release 2.0 continues to be deferred until June 2003 (best case scenario) as a result of delays associated with the approval of the System of Record and Information Collection Clearance packets. Students Release 3.0 activities will not begin until Release 2.0 has been deployed. Additionally, the TO was modified to accommodate the transition to a new operating partner.

Participation in FSA Business Integration Group (BIG)

The Integration Partner provides business, technical and integration support to FSA's BIG. Integration Partner supports BIG discussions, supports FSA in their efforts to define and shape the target state of FSA's enterprise integration vision, ensures alignment of the business and technical architecture, helps to identify major integration dependencies, risks and issues and charts the major integration and operations timelines.

Accomplishments have included involvement in key integration discussions and visioning sessions, continued management of project dependencies, integration risks and related timelines among FSA's various integration projects and initiatives and general BIG administration.

Integration Partner provided key facilitation and support to the FSA Business Integration Group (BIG) to conduct a series of FSA business visioning sessions. These discussions originated from the need to understand what FSA's future end state/business architecture will look like, what FSA wants to achieve and what strategies need to be recommended for implementation. The timing of these sessions is key, as the outcomes will help inform the current Data Strategy efforts, as well as FSA's enterprise planning efforts (sequencing, procurement, etc.). These sessions included an initial round of brainstorming to capture key business outcomes and enablers. The Integration Partner developed a matrix that depicted the flowdown of FSA's business outcomes from an overall business driver statement as well as from FSA's core strategic objectives. Business outcomes captured by the Data Strategy effort were also included. The matrix was developed to show a cross-cut of core business outcomes to core business enablers. This vision matrix will be used to help outline key FSA business function areas and provide FSA Management Council with an integration vision and roadmap.

Key integration discussions and decisions for the month of May included:
- ✓ FSA BIG Visioning
  - ▪ A visioning plan was established:
    - o Step 1- Identify high-level business objectives.
    - o Step 2- Identify current barriers and challenges.
    - o Step 3- Define vision components (the business view of FSA).
  - ▪ The first visioning session was conducted. BIG members spent the meeting brainstorming what FSA's long term goals should be and what needs to be achieved.
  - ▪ Outcomes from the session included the following:
    - o Identification of the core business driver: Find the right balance between efficient delivery and effective oversight.
    - o Identification of several high-level business objectives: Provide easier access to make it easier for our customers to do business with us; Maintain right and effective levels of oversight through a combination of enhanced tools and customer self monitoring; Run the business to enable right actions, right transactions to the right people.
    - o Identification of several core business enablers: Provide the right tools, systems, architecture and technology to enable the business to achieve its outcomes; support effective and informed decision making by making the right information available at the right time to the right people.

- ✓ FSA Integration Sequencing, Dependencies & Gaps
    - ▪ The Application Processing view of the draft FSA Sequencing Plan was reviewed and validated.
    - ▪ Integration dependencies, gaps and risks related to Application Processing were discussed, and included the following:
        - o Impacts to EDExpress users (schools) in 2003-2004 are unknown due to Common Record processing and related capacity and hardware issues due to increased file size.
        - o The lack of an integrated approach for alignment of ED PIN and Security Architecture may lead to an incomplete recommendation/solution.
        - o VDC hardware is not in place to support application improvements.
        - o VDC hardware refresh complete without ED PIN Reengineering Analysis and implementation may lead to rework.
        - o Hosting Common Services for Borrowers at the VDC may impact operations of other core systems.
        - o The extent of the multi-year database development will depend on the CSID design and implementation plan efforts. Current development (FY03) will utilize what was completed for CSID as of the end of April. FY04 multi-year database development will incorporate remaining CSID efforts.
        - o The ISIR Datamart build effort scheduled for FY04-05 is dependent upon the completion of the Data Strategy data warehousing/datamart strategy. A draft is needed by July in order for apps to present their approach in August. Apps is to follow up with the Data Strategy group to discuss further.
        - o Apps is assuming that RID will not be completed in FY04-05.
        - o An impact analysis on SAIG is needed as it relates to XML ISIR.
        - o Minimum hardware and software requirements for schools need to be updated prior to XML ISIR implementation.
        - o Decisions around PIN hardware upgrade are needed prior to VDC refreshes/upgrades planned for this summer.

- ✓ Common Record
    - ▪ The FFEL community participation and impact surrounding XML and the Common Record was discussed.
    - ▪ The Common Record schema was discussed.
    - ▪ Dependencies, gaps and risks were discussed, and included the following:
        - o It is unknown how XML will impact FSA's EDExpress customers for 03-04.
        - o Common Record – ISIR will not be incorporated in EDExpress for 04-05, as requirements have closed and there is still concern about performance issues.

- o Large, padded files may cause SAIG to operate at a slower pace.
- o There are numerous barriers to adoption of XML. If schools don't adopt XML, FSA will not be able to deliver the benefits intended in the future.
- o If the preparation work for Common Record – CAM and NSLDS is done before the CAM record defined, dual mapping for FFEL delivery partners may be required.
- o Common Record – CAM and future state data flows (Data Strategy) are dependent.
- o Coding and testing on agreed-upon schema(s) may lead to additional changes; all systems using these (COD, CPS) will have system annual lifecycle constraints to get the changes into production.
- o XML Framework and schema – definition of XML framework may lead to additional changes; all systems using these (COD, CPS) will have system annual lifecycle constraints to get the changes into production.

- ▪ The following decisions are needed from FSA:
  - o Whether FSA will agree to adopt standards, and, if so, when should changes be made (04-05 or 05-06).
  - o Whether FSA is willing to 'influence' software developers to implement Common Record (Common Line).

- ✓ Security Architecture
  - ▪ Security requirements were reviewed, as final deliverables were due at the end of May.
  - ▪ Risks and dependencies discussed are as follows:
    - o Lack of understanding of security standard and where certain tests are included.
    - o No enterprise method to require security at an application level.
    - o No enterprise standards for disaster recovery, no funding either.
    - o No focus on enterprise imaging or other ancillary services; a determination of priority for organization is needed so that resources can be assigned to explore options.
    - o Enterprise Imaging Policy – lack of enterprise policy impacts ability to properly define security architecture.
    - o Data Strategy - requirements need to be tightly linked/ transferred across groups as appropriate.
    - o ED PIN Reengineering - requirements need to be tightly linked/ transferred across groups as appropriate.

- ✓ Integration Risk/Issue Management

- The group brainstormed, validated and prioritized key integration risks and related mitigation plans in the areas of Application & Delivery, Borrower Services, Enterprise Technology, Integrated Partner Management.
- The risks were documented and are currently under review (refer to Integration Risk Tracking section below).

Integration Dependency Tracking

In order to align the Integration Partner program with the business needs and strategic objectives of FSA, dependencies and related impacts for key integration initiatives must be identified. The Integration Partner continues to identify, track and manage project dependencies, which are maintained through multiple documents. The Dependency Tracking Log continues to be under development with the FSA BIG and Integration Partner project managers and architects. This document will also help identify milestone gaps among the major integration initiatives.

Integration Risk Tracking

FSA's BIG has identified and documented integration risks among the key integration initiatives. These risks are in the process of being evaluated to determine which risks have the highest priority, which of these the BIG will assume ownership for and which of these will be escalated to FSA's Management Council. Recommendations and mitigation plans for the high priority risks are still being developed.

Integrated Sequencing Plan

Sequencing plans for key integration initiatives must also be managed at the program level. Integration Partner maintains the program schedule (Integrated Master Schedule) which tracks task order begin and end dates, major milestones and future projects. Refer to the attached document, Integrated Master Schedule (as of May 27, 2003).

Integration Partner also maintains FSA's draft Integrated FSA Sequencing Plan views, which help to inform planning of investment initiatives by providing a consolidated view of constraints and an integrated view of timelines and dependencies across major integration initiatives.

Integration Issues & Gaps

The following synopses summarize concerns and/or gaps around major integration initiatives within the Integration Partner program.

- ✓ A decision is needed around Integrated Partner Management and the need to identify whether the new eCMO system will build upon, replace, or supplement existing FSA systems such as PEPS and eZ-Audit. Integration Partner's recommendation is to…

Integration Efforts Planned for June 2003

The Integration Partner will focus on further developing the following integration areas: Common Origination and Disbursement, Common Services for Borrowers, Integrated Technology and Data Strategy, Integrated Partner Management and Application & Delivery Processing.

Enterprise Data Strategy

✓ The following efforts are planned for the month of June:
  ▪ Continue to refine the Enterprise business objectives related to the Overall Data Strategy and Technology Strategies efforts.
  ▪ Complete the Overall Data Strategy As-Is data flows.
  ▪ Continue the Data Framework activities, to include Data Framework As-Is Process Flows and Entity Flow Diagrams.
  ▪ Complete the Technology Strategies Statement of Strategic Focus.
  ▪ Begin the Technology Options and Analysis efforts.
  ▪ Complete the Data Quality Business Problem Mad Dog report.
  ▪ Continue efforts related to the XML framework and object modeling continue to proceed, to include completion of the XML Strategic Assessment and the Enterprise Vision.
  ▪ Begin the XML Repository build and deployment effort.
  ▪ Begin development on the final version of the XML ISIR schema.
  ▪ Begin the SAIG Capacity Analysis.
  ▪ Begin the CSID Implementation Approach phase.
  ▪ Continue Access and Enrollment Management high-level design efforts.
  ▪ Complete the RID Implemention Options Analysis efforts.

Integrated Partner Management
✓ eZ-Audit will continue to provide peak processing support through August.

COD
✓ The development of COD Releases 2.1 and 2.2 and requirements gathering for Release 3.0 will continue to move forward.

CSB
✓ The CSB team will continue to provide post-solicitation support to FSA through the middle of June. This support will include ongoing assistance with inquiries received from vendors during the proposal preparation period and ongoing assistance with the identification of any additional evaluation considerations.

Application Processing
✓ June activities for ED PIN Reengineering Analysis include the completion of the analysis and documentation of current ED PIN business processes and system and the continuation of requirements gathering for the desired state and meeting with business owners to review existing and desired requirements. The draft ED PIN Requirements Analysis and Standards documentation is due to be delivered on June 20.
✓ June activities for Portal Rollout Strategy include the completion of Students Portal Release 2.0 performance and regression testing. PRR is scheduled to be complete on June 10. The team will continue to monitor the progress of the System of Record and Information Collection Clearance packets approval.

Integration Partner will participate in the following tentatively scheduled FSA BIG discussions for the month of June:

- ✓ 6/5: COD 2004-2005 Requirements
- ✓ 6/10: FSA BIG Visioning
- ✓ 6/12: Common Student Identifier, Conference Themes
- ✓ 6/17: Data Strategy As-Is Data Flows and Data Quality
- ✓ 6/19: Meteor
- ✓ 6/24: Data Strategy XML Framework/Vision
- ✓ 6/26: ELM

Integration Partner will continue to provide support to FSA as they continue to define and shape their strategic vision.